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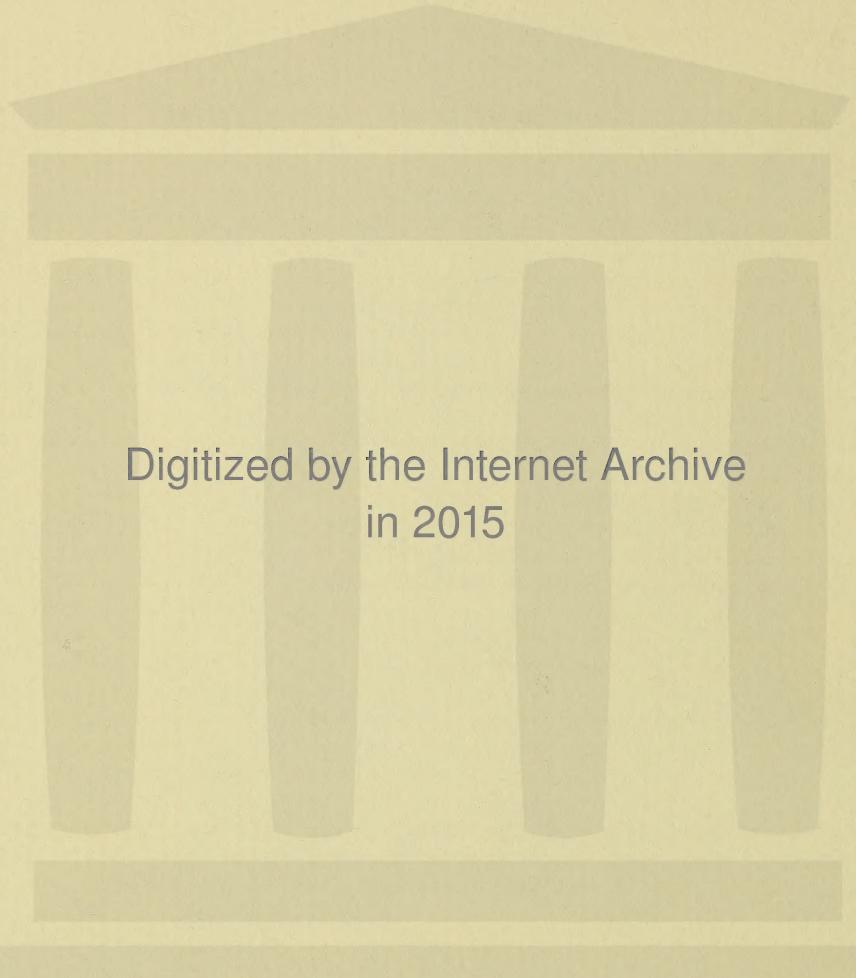
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FOLLOW-UP ACTION TO
THE TASK TEAM RECOMMENDATIONS
SPRING PLANNING CONFERENCE, 1982

COMPILED OF RESPONSES BY:
SECTORS, DIVISIONS, BRANCHES

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C A S H F L O W

PLANNING, ECONOMICS & ADMINISTRATION SECTOR

Economic Services

- New position and specialist on financial management hired
- Support to Banks and Financial Institutions
 - Workshop for Lender
 - Consult with Financial Agrologists
 - Increased information flow
 - Assisted in Bank Agriculture Finance Programs
- Changed Country Guide inserts to financial management topics
- Financial Management training for district/regional staff.
- Shifted emphasis from records and analysis to financial management.
- Increased level of consultation with individuals on financial management.
- Developed and implemented cost/production/financial research with beginning farmers.
- Collaborate with Regions in development of beginning farmer courses and consultation.
- Improve follow up on production and financial consultation with research participants.
- Develop Grains and Oilseeds Marketing Manual.
- Research and consultation for Livestock Industry Credit Needs Task-Force.

Communications

- 17 publications and press releases were issued.
- Several interviews on "Call of the Land" radio program.
- Economic climate for farming emphasized in 30-minute feature film for television "The New Breed".

Planning Secretariat

- Produced a report on Commercial Credit Options for the Cattle and Sheep Industries in the 1980's.

MARKETING SECTOR

Marketing Services

The recognized cash flow problems faced by the Agri-Food sector and as documented by the Task Team have carried over into many producer group associations. This has resulted in a fall-off in the collection of membership fees and a general lack of cash funds for organizational development and product promotion. Inasmuch as the producer associations represent the main interface between the production sector and government, they are of benefit to both parties. Consequently the Division is supporting associations by way of sustaining grants to maintain their operating structure and administration.

The high value output from the Agri-Food sector comprises canola (oil and meal), grain corn, all meats and dairy products, eggs and manufactured foods. The Division has approved the funded substantial promotional programs in most of these areas, e.g., dairy, pork, lamb, Alberta Food Processors canola. In addition, the Division has provided policy input to the Cattle Commission's Beef Promotion program, assisted the Canola Council in Japan with retail canola oil promotions and made financial recommendations to the Minister in support of the grain corn industry.

Investigations of market development and supply capability for all commodities is a continuous effort with active projects in corn, fababean, canola, whey, pet food, breadings, etc. which would lead to either diversified markets for cash crops or manufactured forms of products or by-products with value added.

Although restricted by Nutritive Processing Agreement and other Branch workload, the Business Analysis Branch has and will continue to support and participate in cash management workshops and seminars aimed at the producer and agribusiness.

FIELD SERVICES SECTOR

Home Economics

- Programs carried out in all regions related to various aspects of farm family financial management.

- Considerable use made of Branch's publications series on "Cope --- With Family Finance".
- Focus of 1983 Alberta Women's Week will be economics - doing more with less, aimed particularly at farm women, ages 20-44.
- Based on Branch's study of client needs and input from all Branch staff and others, 3 of 9 priority areas for emphasis over the next 5 years relate to financial management. Included are:
 - Home and farm record keeping aimed at farm women ages 20-44, recipients of ADC loans and wives of Green Certificate trainees.
 - Budgeting family income aimed at rural women ages 20-34.
 - Family financial security aimed at farm women all ages.

Increasing staffs' competencies in above areas will occur at Branch's Update '83 conference.

4-H

The cash flow of farms will have a direct impact on 4-H membership. Availability of funds required for farm youth to purchase or receive financial support required for member participation in 4-H projects will effect their participation.

- Provide support and increased emphasis in the importance of record-keeping within 4-H. Staff will continue to support and encourage councils in their efforts to promote improved record-keeping by 4-H members, i.e. - Northeast Regional 4-H Council has a junior and senior Record Book Competition, "4-H On Parade" in Calgary has a Project and Record Book Competition.
- New 4-H Computer Project - The Kneehill 4-H Computer Club was established a few years ago with technical support being provided by Farm Business Management Branch at Olds. Interest has been expressed in the Bow Valley area with a potential of having another club established. The progress of this project is being monitored with the intent of expanding this project on a provincial-wide basis.
- Money Management 4-H Project - This project is in the development stage with expected completion date of September 1983. Project units consist of car care, managing your mini-business and moving out.
- The present 4-H beef, dairy, light horse projects are now being updated which includes record-keeping and financial management. During project revision, departmental specialists and others are being consulted.

The 4-H Branch will continue in this direction during the 1983-84 fiscal year.

Engineering & Rural Services

On farm programs of Engineering, ASB's, Agricultural Manpower and farm safety relate to cash flow.

- Agricultural Manpower - 800 SFEP on farm placements, federal-provincial agriculture.
- ASB's - Crop and Livestock Protection and Extension programs.

Extension

- Concentrated on maximizing profit in production seminars, marketing seminars and in meetings relative to financial and management decision making skills.
- Production economic studies and farm financial management programs were intensified and will continue. Additionally, marketing alternatives and tax planning meetings were held.
- Significant increase in direct client consultation.
- One Region is developing a Beginning Farmer Program - to be in action by the Spring of 1983. This is a financial management program for younger producers.

Region 3 - Red Deer

This is the most pressing concern at present in the region in all areas of production, agribusiness and processing. In 1982 these problems have increased because:

- low grain quota
- grain movement - especially in one-elevator towns
- inflation
- Off farm income sources are disappearing
- farm assets have declined
- limited availability of good farm financial counselling

- banks - movement from net worth loaning to cash flow banks cut back on operating funds to some producers because of the drop in land value, net worth and opportunity to sell their product
- dairy situation - an estimate of about 30% of Region III dairies will have a cash flow problem in 1983.
- cost/price squeeze
- large amount of new beginning farmers. 1050 in Region III.
- Some regional programs to address this problem are:

	#Programs	#Attending
(1) Record Keeping	10	200
(2) Financial Management	33	1500
(3) Economics	10	250
(4) Farm Analysis	11	125
	<hr/> 64	<hr/> 2075

Consulting Farm Calls - 1572

One-to-one Contact - 4000

Phone Calls - 6522

Constraints:

- (1) Staff time
- (2) Staff education
- (3) Resources

Recommendation for the Future:

- (1) Education programs to close gap between the present level and potential levels of production.
- (2) Beginning Farmer Program - is being developed now for introduction in the Spring of 1983. This is a financial management program for younger producers. It is being produced in co-operation with Region III staff, the Farm Business Management Branch and Olds College.
- (3) Staff, agribusiness and producer training in good farm financial management is a must. e.g. We should be reviewing A.O.C. methods.

Region 4 - Vermilion

Two major seminars for farm clients were held during the year. Both were related to the financial and management decision making skills especially needed by farm clients in the current economic conditions. As well, several

intensive farm record keeping courses were held in the region. Staff also organized more than a dozen cash flow - farm management and taxation planning meetings for clients. Individual client contact on these in considerable counselling with clients.

Region 5 - Barrhead

Practically every activity we have undertaken in the past year has been with this overall objective in mind. Specific courses in financial and physical recordkeeping and accounting, proper credit use, farm business management and marketing alternatives have been offered throughout the region. In addition, the majority of our production orientated courses have been developed with production economics as an everpresent factor. That is to say that if we can keep control of input costs and maximize the efficiency of different operations, then we can have a positive effect on the bottom line profit figures. We recognize that this is the only area we really have any influence on since quotas, prices and market availability are nationally and internationally influenced.

Region 6 - Fairview

In addressing this issue Region VI concentrated on maximizing profit in their production seminars, marketing seminars and in meetings relative to financial management.

We encouraged farmers to analyse their enterprise and to consider changing cultural practises; such as, extensive cultivation. There is a definite trend to less cultivation and less summerfallow. Higher yielding varieties; such as, Johnston barley, are in demand and their acreages will increase.

For 1983 and beyond, we are expanding out demonstrations, production economic studies and farm financial management capability. We will also be concentrating on marketing alternatives, special crops and continuous cropping.

PRODUCTION SECTOR

Animal Health

Many Division Programs are already oriented towards production assistance to minimize losses and develop ways of preventing lowered production and mortality from disease. Expansion of the Preconditioning Program which increases returns to cow-calf producers occurred and no doubt felt some encouragement because of the issue identification, but in the most part would have happened anyway. Quite a variety of Division Programs were given added emphasis by the identification of the importance of improving cashflow in various ways.

Plant Industry

- there has been a general staff endeavor to place increased emphasis on the economic aspects of production decisions.
- Field Crops Branch placed specific emphasis on intensive pasture production and other aspects of forage crops management to reduce the cost of beef production.

T R A N S P O R T A T I O N

PLANNING, ECONOMICS & ADMINISTRATION SECTOR

Economic Services

- "Crow" policy analysis

Communications

Information officer assigned to work with Planning and Research Secretariat in development of background articles on the crow rate issue. Seven press releases were issued. Several "Call of the Land" interviews.

Planning Secretariat

- Developed and produced Alberta's Grain Transportation Policy.
- Developed and produced a scheme for off-track elevators for Valleyview and LaCrete.
(Above two items accomplished in conjunction with Economic Development).

MARKETING SECTOR

Market Development

The other major area where International Marketing was highlighted as the responsible sector was in transportation. In general, it was suggested that International Marketing look at private trucking haulers regulations to U.S.A. I am unaware of any developments that have happened to date on this subject.

Four areas were outlined under the sub title of "Transportation for Livestock". The first cattle handling facilities at Edmonton International airport seems to be in hand and working well enough to handle those sales that are occurring. Air Canada and the major airlines hauling to Korea, Korean Airlines and Flying Tigers have streamlined their system along with suppliers in that their turn around time on a jumbo aircraft has been cut down considerably and is done on an efficient basis. The second recommendation was for a portable loading ramp which I assume was for cattle. Given Air Canada's facilities a loading ramp is not required at

the Edmonton International airport. However, the need may still exist at Calgary, but until such a time as a demand for cattle movement is evident it would appear that this might be an excessive expense at this time. However, Alberta Agriculture continues to work with the industry committee on livestock transportation to have federal funds made available for the upgrading of such a facility.

There is a further recommendation regarding Canadian air cargo out of the west. The total service of agricultural cargo out of the west remains a problem. Again, it is being addressed continually through general committees of industry and particularly by Agriculture Canada. The same comment relates to a reefer container depot in the west for perishable goods. On the latter, some representation has been made to Ottawa for this service. Agriculture Canada has been studying the feasibility of such a facility.

While there are some other references throughout the Spring Planning report, the above would appear to cover those issues directly relating to Market Development (International Marketing).

Marketing Services

While an electronically based marketing system for steers and heifers has not developed in Alberta, the Marketing and Animal Industry Divisions are closely watching the test market being done in Ontario. Results of the test will, if positive, generate renewed discussion with the Alberta Cattle Commission and Alberta Feed Grain Users who have expressed past interest in the concept.

A Livestock Trade Fair has been under discussion with the private sector for some time and while still in the planning stage, looks doubtful for early implementation.

The Division is in liaison with the Alberta Cattle Commission to obtain joint input to the Canadian Cattle Commission and its consideration of more efficient transport facilities for livestock. The Canadian Cattle Commission has swung away from policies to develop "container-type" transportation on flat-beds and is moving more to encouraging a seasonal spread in the supply of livestock to packers to reduce peak transportation demands.

The Division personnel are currently involved with the Minister and Department committees in assessing the impact of the recently announced "Crow" changes on grain movement and transportation related concerns.

FIELD SERVICES SECTOR

4-H

The 4-H Branch does not see itself as providing a major role in this area other than information-giving and a referral role.

Engineering & Rural Services

Farm Safety - statistics - highway accidents
- dialogue highway traffic board

Extension

- Relatively little involvement; however, some indications were made whereby increased activity in road construction (by Alberta Transportation) is required. The main reason being the "Crow" rate issue.
- There will be activity in relation to the "Crow rate changes."

Region 3 - Red Deer

Regional staff involvement in transportation was on an education base only.

Recommendations and Future Directions:

- Public wants decision on Crow and Canadex.
- Once Crow decision is made, a series of educational meetings should be developed.

Region 4 - Vermilion

Staff had relatively little involvement with this area. Some activity is developing towards the end of the year in relation to the proposed crow rate changes.

Region 5 - Barrhead

Regionally speaking we have not been able to accomplish very much in this area. We have had some marketing type courses where this subject was touched upon, but with no significant results.

Region 6 - Fairview

Just a comment that Alberta Transportation spent considerable sums on road construction in the areas where it was needed. An increase in trucking Canola to the Edmonton area was noticed. The recent changes in the Crow will increase the use of trucks.

PRODUCTION SECTOR

Animal Health

The Division really has no impact on grain transportation but identification of the issue resulted in establishing added concern over the problem of sanitation of livestock transportation vehicles within the Province. This problem is under study to determine the size and scope as well as identify possible ways of improvement.

Plant Industry

- Field Crops Branch participates in Alberta Grain Commission and Crop Committees regarding transportation concerns.
- Horticultural staff have been involved in attempts to resolve transportation problems for horticultural crops.

PLANNING, ECONOMICS AND ADMINISTRATIONEconomic Services

- "financial management technology" developed and delivered to various clients.
- ACC feeder cattle prices collected, analysed.
- On-farm computer application and use emphasized.

Communications

Word processing generated typesetting was initiated. Acquisition of in-house photo typesetter for enhancement of this system included in 1983-84 budget estimates. Teledon familiarization project was conducted.

Home study courses operating included: Animal Health, Irrigation, Forage Production and Farm Buildings. Cereal and Oilseed Marketing and Dairy Production are underway.

Country Guide monthly inserts include "Farming for the Future" program.

Approximately 30% of each 10-minute broadcast on "Call of the Land" radio deals with technology transfer.

Planning Secretariat

- Co-chaired AAPAC Committee - resulted in word processing equipment throughout the province and a plan for E.D.P. installation if and when funds are available.

RESEARCH & RESOURCE DEVELOPMENTIrrigation

Professional and technical staff became further involved in design and presentation of a five (5) day ditchrider training course for Irrigation District personnel assisted by and in cooperation with Lethbridge Community College and the A.I.P.A. (Alberta Irrigation Projects Association).

Also involved with Medicine Hat Community College in presenting a second session of this same course in Brooks.

Developed and presented full semester drainage course at Lethbridge Community College to facilitate on-farm drainage extension; develop potential resource technical staff, and establish a formal on-going technology transfer to in-house Specialists and outside consultants and contractors. Second year of instruction in progress. Course outline being altered to suit professional/contractor information needs in drainage theory, investigation and design.

Seminars on planning of on-farm irrigation systems for irrigation farmers have been prepared and are being presented at the Agriculture Center in Lethbridge on February 15, 1983 and in other appropriate centers throughout the Province. This is an example of a joint venture in planning and coordinating of work and extension activities with and through the office chairman and district extension offices.

Sponsoring information exchange days involving irrigation equipment dealers, technical staff and farmers to serve as an exchange of operation, maintenance and design features information between suppliers and users.

Professional staff attendance at annual Regional Meetings for purposes of information exchange and planning. This is to include as many regions as it is feasible to attend.

Updated and released second edition of the publication "Irrigation in Alberta".

Research

Specialist/District Agriculturist

The Farming for the Future On-Farm Demonstration Program was implemented last spring and has funded 53 projects for \$170,537. This has provided the Specialist/District Agriculturists unique and effective involvement in research and the transfer of new technology. In 1983, Specialist/District Agriculturists will be designated as project co-ordinators, giving them the increased recognition and responsibility in the conduct of On-Farm Demonstrations.

Provincial Extension Initiatives

Provincial initiatives have resulted in mixed success. The "fly the flag to see who will follow" approach is inefficient, but has been effective. Improved communication with Field Services under the reorganization is expected to remedy this.

This Dairy Reproductive Management System initiated one year ago is an example of a co-ordinated inter-divisional extension initiative that succeeded as by "flying the flag". 40% of all Alberta Dairy herds are

now using the system.

The research Division will play an active role in the transfer of technology and in effective and efficient manner to producers.

MARKETING

Marketing Services

Inasmuch as efficient technological transfer is a necessary part of structural supply oriented progress, the Division can play a role in identification of transfer programs. For example, on-going efforts to assist in the introduction of a grass-roots computer information system to other government divisions prior to the system's introduction on the Alberta farm marketplace. The Division is playing a role with the Plant Industry and Engineering Divisions to address the deficit in farm machinery technology specific to the rapidly growing vegetable industry in the southern region.

FIELD SERVICES

Home Economics

Client's preferences for method of information and program delivery identified in Branchs' study of client needs. Findings showed newspapers to be a major information source for clients. Project underway to do content analysis of DHE newscolumns and assessment of their writing skills. Appropriate staff training will be planned based on this analysis.

Other findings of study will be considered by all staff in planning most effective method of delivering home economics technology to our target markets.

4-H

The 4-H Branch has and continues to provide major and significant contributions in this area. The technology transfer is project specific and directed to a special client group. The thirty-four different 4-H projects are available with special emphasis placed on agricultural and home economics related projects. These projects are being carried out by the 4-H members with the support and guidance of adult volunteer leaders. Using a fundamental principle of eduction, through the 4-H motto "Learn To Do By Doing" (experiential learning), members gain in

their knowledge of a specific project. About 95% of total 4-H membership are taking agricultural and home ec related projects. About 84% of the total membership are from rural farm areas of Alberta. Membership in 4-H is approximately 8,750 with the average age being 13.3 and a tenure of 2.98 years. The members are supported with about 2,000 volunteer leaders.

Technology transfer occurs through project manuals printed, leaders' knowledge and skills and through numerous workshops held. These workshops or seminars are project-related with events planned on a inter-club, district and regional basis. Departmental staff and materials are effectively utilized in developing these workshops for 4-H members and leaders.

Some project-related activities are held on a provincial basis such as the Dairy Show, Beef Heifer SHow, 4-H Expressions and Horse Sense. These events are designed to increase 4-H members' knowledge and skills. Further opportunities are available to 4-H members and the International Judging Competition and Seminar held during Agribition in Regina and at the National 4-H Dairy Conference in Madison, Wisconsin. The 4-H Branch is presently assisting in development of a senior rural youth group (age 18-35) in Alberta. This group may have as one of its major objectives, the need for technology transfer. The 4-H Branch will continue to provide support and maintain our responsibility in technology transfer to 4-H clientele.

Engineering & Rural Services

Community Services Branch

- Technical training re:
 - a) planning and organization
 - b) leadership development w/s
 - c) bookkeeping and financial
 - d) planning and workshop
 - e) Board orientation
 - f) public relations
- Newsletter distributed about six times per year
- Twenty regional workshops bring together individual Agricultural Societies and district and headquarters staff to share information and resources.
- Research and develop appropriate materials for public use.
eg. resource materials, "Money Making Ventures".

Engineering & Home Design

- specialists involved in research
- used demonstrations extensively as a method of technology transfer
- encouraged private study and sponsored technical seminars for regional and district staff.
- low energy home design seminars to district staff

ASB program - total activity

ASB convention - subject matter forums

ASB tour - demonstration plots includes industry

Extension

- Seminars, workshops, meetings were increased to deal with the increased requirements by clients.
- This issue area received a top priority rating and was actioned accordingly.
- Demonstrations were established with the O.F.D.P. policy.
- Soil related concerns, i.e. salinity, drainage, etc. were included in the technology transfer area.
- Direct client contact was significant.

Region 3 - Red Deer

Regional staff spent an estimated 45% of their time in this area. The general economy is in a fairly severe recession. Costs are ever increasing, market prices are weak, cash flow problems are a reality. Technology transfer is becoming more and more complex.

Regional Programs	# of Programs	Producer Targets	Producers Reached
Financial Area	24	800	850
Cash Crops	2	100	85
Farm Management	25	1250	1300
Surface Rights	15	450	900
Swine Production	8	250	200
Dairy Production	10	300	1000
Crop Production	30	1500	2000
Livestock Production	20	800	750
	<u>134</u>	<u>5450</u>	<u>7085</u>

One-to-One Contact - Region interviewed over 15,000 clients on a one-to-one basis.

Farm calls - Regional staff did over 2,800 farm calls.

Phone calls - We received over 25,000 phone calls.

Recommendations:

- More resources to be put into this area.
- Better deployment of staff could cause increase of 20%.
- Better in-service - better technology transfer
- Client needs study.
- More work needs to be done in pasture management area.
- More targeting of clients
- Need to develop production clinics.

- More applied research
- Consumer information
- More district client needs study
- Organized system of information follow-up
- Upgrading business management.

Region 4 - Vermilion

This issue area received the most attention from both staff and clients. Specific objectives were set to improve the quality as well as quantity of technological information provided to clients. More meetings were held on specific topics requested by clients. Over 60 topic specific meetings were held along with a number of more general interest meetings. Attendance was generally very good.

Several intensive seminars and courses were also prepared for clients. These included numerous skill courses, two forage symposiums, the farm buildings home study course, and two-day pork production and continuous cropping seminars.

Region 5 - Barrhead

In total for the last reporting year, we conducted 277 formal extension courses through our district offices in various areas of marketing, production and management technology. In addition, several regional and sub-regional programs were sponsored with the following themes: "Keeping The Farm In The Family", "Farm Law, Hard Times & You", "Can Two Generations Farm Together?", "Pasture Management", and "Managing Your Money Wisely". An extensive "Pasture Management Manual" was developed in conjunction with the "Pasture Management" series and will serve as a follow-up reference document.

Numerous tours, demonstrations and field days are organized in conjunction with A.S.B.'s and Forage Associations. Nine O.F.D.P. projects were implemented which will be discussed in greater detail in section 6.

Five Production Plus Clubs have been organized so far this year as a novel and effective means of technology transfer.

Region 6 - Fairview

Region VI expanded demonstrations, seminars and workshops in key areas. A major increase in service board activity was noted and close co-operation with C.D.A. was carried out.

Major long-term demonstrations were established utilizing, varieties, liming acid soils, forages and cultural practices. On-Farm Demonstration funding will be necessary to the continued funding of these projects.

PRODUCTION

Animal Health

The Home Study Course fit in well with this issue identification and was already scheduled for Region 1 and 2. This issue identification provided support for improving and increasing the extension kits available from the Division to private practitioners for use in extension meetings with producers.

Plant Industry

The Division is heavily involved in this on an ongoing basis.

We have continued to ensure appropriate revision and updating of extension publications. New publications issued are the Barley Production Manual and the High Moisture Grain Publication. A Canola Production Manual is being developed.

More emphasis placed on selection of sites for research and demonstration plots and on provision of adequate signs. There is still much to be done on this.

The computer program on Herbicide Selection is revised and operational.

Extensive action to develop a new course of training at Olds College for seed growers, seed cleaning plant managers, elevator agents, grain inspectors and seed analysts.

Dairy

A high technology dairy seminar was developed by the University of Alberta in co-operation with dairy associations and Department of Agriculture staff. The seminar is scheduled for Banff, April 6th, 7th and 8th, 1983.

At the request of producer organizations, Dairy Division is closely monitoring the installation of milking equipment on dairy farms. Producers are also receiving equipment analyses and upgrading advisory services on existing installations. The two milking equipment specialists under the Dairy Farm Production Branch, were developed through specialization of staff and modification of areas and responsibilities of Dairy Farm Inspection Branch technicians.

Improper welding of stainless steel tubing is a problem for the dairy industry throughout North America. The Dairy Farm Production Branch initiated the development of a course for stainless steel welders employed in Alberta's dairy industry. The course is conducted by the Southern Alberta Institute of Technology, Calgary. There is total industry support for this training initiative.

Additional specialized dairy activities undertaken by Dairy Division:
(a) Production Plus Clubs - A staff training and producer awareness program was undertaken. District Agriculturists were enthusiastic about this new extension concept.

The Technology Transfer task teams report stated than extension services ordinarily are directed to 20-30% of the farm clientele.

Extension staff use the Production Plus concept to expand their clientele to dairy producers who don't normally use extension services. The program is a result-orientated approach to upgrading below average production levels on individual farms.

District Agriculturists must be interested in working with producers at a basic level. Support service and monitoring by Dairy Division is essential to the program.

(b) Newsletter - The publication of a monthly producer newsletter has been undertaken by the Dairy Farm Production Branch. This newsletter provides timely information on dairy production and marketing. Dairy Control Board information is provided in a concise format to ensure that dairymen are kept informed in these difficult economic times.

The newsletter is provided to all milk and cream producers in the province.

S T A B I L I Z A T I O N

PLANNING, ECONOMICS & ADMINISTRATION

Economic Services

- research, consultation and membership on Pork Producers Market Insurance Plan.
- work with commodity groups.

Communications

"Call of the Land" Programs

Planning Secretariat

- Produced a review of Saskatchewan and Manitoba's Beef Stabilization
- Initiated a research project on the factors causing instability in net farm income in Alberta.

MARKETING

Marketing Services

The Division has or is in the process of financially assisting some producer associations with their attempts to make presentations in Ottawa for coverage under the Federal Crop Advance Payment Program, e.g. canola, beekeepers, pulse growers. Recommendations have been made regarding stabilization assistance to the grain corn industry.

Division staff have been involved in the Ministerial Beef Cattle and Sheep Stabilization Committee and the Alberta Agricultural Products Marketing Council.

FIELD SERVICES

4-H

The 4-H Branch does not see itself as providing a major role in this area. The encouragement of self-reliance in 4-H members through their projects may have future benefits. The Branch can provide a information service and referral role to 4-H clientele.

Extension

Direct staff involvement was relatively limited from a production point of view; however, a few educational meetings were held with regard to "stabilization".

Programs were organized with regard to the farm family (or the social aspect) which included farm transfers, wills and estate planning, etc. (see Human Resources Development).

Region 3 - Red Deer

Regional involvement in stabilization area was in educational meetings only. The most prominent aspect of the livestock industry is the cyclical nature of production and prices. Alberta producers are looking for more protection from the wide swings in the market. Swine producers are asking what will happen after the hog stabilization program runs out of funds.

Region 4 - Vermilion

Direct staff involvement in this issue area was relatively limited. During the late winter a number of producer organized meetings on beef stabilization were held in the region.

Region 5 - Barrhead

In the production sense this is an area we have had little ability to influence. However, in a more general sense and related to the stability of the family farm as an entity, we have organized several programs that have examined the technical details of intergeneration farm transfer, wills and estate planning, father/son operating agreements, partnerships and corporations.

Region 6 - Fairview

No comment.

PRODUCTION

Animal Health

The division is only involved in terms of its programs to aid in production efficiency.

Plant Industry

Work on crop insurance proposals for honey, pedigreed alfalfa and creeping red fescue and input into a general review of all-risk crop insurance with specific attention to concerns of Peace River Region producers.

L A N D & W A T T E R M A N A G E M E N T

PLANNING, ECONOMICS & ADMINISTRATION

Economic Services

- expanded research and analysis services.

Communications

Prime time 30-minute feature television program on water use and film features on irrigation drainage, soil erosion in the Peace River and arable land were produced.

Planning Secretariat

- Nil

RESEARCH & RESOURCE DEVELOPMENT

Land Use

- Support to ADM in surface rights process.
- Secured manpower and budget resources to realize completion of the computerization of soil survey by March 1984.
- Support of department's input to Environment's review of Drainage Program.
- Successful interventions at Resource Integration Committee to provide more agricultural land at Jean D'Or Prairie, north of Athabasca, and west of Drayton Valley.
- Promote economics/soils work with Alberta Research Council, University of Alberta, and consultants in an effort to increase cost/benefit analysis of expansion/intensification opportunities.
- Support to Energy & Natural Resources proposal for interdepartment study of intensification/expansion opportunities on the agricultural land base.

- Participate in development of Alberta Planning Board's framework document which requires regional plans to conserve better agricultural land, particularly from country residential development.

Irrigation

Water Supply - expanded and introduced new concept in irrigation scheduling program by focusing on total integrated farm management approach to include: water, soil, fertilizers, crops, etc. and a shift from providing direct services to training farmers in these matters.

Land Classification - continuing to inventory lands for suitability for irrigated agriculture within all irrigation districts and adjacent potential development areas.

Alienations - identified all 69 KV transmission lines which presently conflict with irrigation forming operations preparatory to recommending inclusion in cost sharing - grant program where farmers wish to relocate these lines.

FIELD SERVICES

4-H

The 4-H Branch does not see itself being affected or requiring major changes to existing programs as it relates to this issue. One event has some significance, namely, the 4-H Conservation Camp held annually. This program provides an opportunity for 65 senior 4-H members to increase their knowledge, awareness and concern for conservation. Five major areas of conservation are studied during the week-long seminar, i.e. - soils, water forestry, range management and fish and wildlife. Participating delegates are encouraged to promote conservation in their own communities.

Engineering & Rural Services

- Certificate of Compliance expanded and computerized, more readily available to clients.
- actively pursued improvement of farm water sources.

Extension

- Activity in individual client contract, particularly drainage.
- Seminars and meetings were organized that examined drainage and

erosion and quantity and quality of water in the "dug-out" areas.

- Staff providing input to the land sub-division process.
- Programs developed and actioned with regard to land use, surface rights, liming of soils, water management, etc.

Region 3 - Red Deer

To identify priorities within this area of the regional plan took more staff time with clients than other areas per results.

Methods:

- A. Programs
 - 1. Water Management 4
 - 2. Drainage 8
 - 3. Soil Improvement 16
 - 4. Lime 5
 - 5. Land Use 10
 - 6. Surface Rights 15
- B. Farm Calls 152
- C. One-to-One Contact 1253
- D. Deomonstration 17 plots
- E. New Development
 - 1. Staff working towards a drainage area.
 - 2. Lime deposit development.

Recommenadations and Suggestions for Future Direction:

1. Better drainage program.
2. Better Drainage Act.
3. Update research.
4. More demonstration research
5. Development of in-house specialist in water management
6. Soil management should get more attention
7. Only one government agency should be involved.

Region 4 - Vermilion

Most staff involvement with this issue was centered on individual client contact. The most common areas of concern were drainage, salinity, erosion control and irrigation proposals. Many soil related concerns were included in the technology transfer area.

Region 5 - Barrhead

Seminars were organized that examined drainage and erosion, manure management and its fertility value, liming and managing acid soils, soil fertility and fertilizers, clover plow down and improving organic matter levels. District staff have played a major role in providing input to the subdivision process and as members on various Resource Intergration Committees studying land use alternatives.

One 2-day Wate Treatment Trade Fair was organized and some regional and district staff assisted in the drafting of a Water Management Policy proposal submitted from the Regional A.S.B. Conference.

Region 6 - Fairview

Some twenty-six producers have applied for studies to ascertain the feasibility of irrigation.

Numberous S.C.A.P. projects were completed in several districts.

The R.A.C.E. Committee completed its report and R.F.D. and sent it to P.A.C.E. which sent it to Cabinet.

Successful water quanitity-quality seminars were held in the main dugout filling area.

PRODUCTION

Animal Health

Activity continued in the areas of fish production and the research area of wild ruminant production. Identification of the issue established the fact that in northern areas we are equipped to provide service for any projected expansion of the farm land base.

Plant Industry

- Work with Land Use Team to assess new land needs and areas of conflict.
- Changes of Agricultural Lime Freight Assistance Program to make the program more effective and efficient.
- Preparation of a 27 minute movie on water erosion control.
- Promotion of plowdown crops for soil conservation and fertility.

PLANNING, ECONOMICS AND ADMINISTRATION SECTOREconomic Services

- Production Economics, Natural Resource Economics and Market Analysis are ongoing programs. Expansion was not possible but some redundant activities were curtailed.

Communications

- Research results in Country Guide. Farming for the Future Progress Report and three brochures on FFTF programs.
- One site signage developed for demonstration projects. Four press releases. Ten television news clips on the value of research and a prime time 30-minute television feature film on research "Improving the Odds" produced. A series of radio interviews dealing specifically with Farming for the Future projects were aired on "Call of the Land". Television news clips on research were also made available to all stations in the province.

Planning Secretariat

- Conducted Home Economics Client Needs Study
- Conducted 4-H Evaluation Study
- Conducted Ag. Image Study
- Policy framework development for department research

RESEARCH AND RESOURCE DEVELOPMENT SECTORIrrigation

- Continuing on-going activity in research relative to client needs. Coordination within the Division is accomplished through preparation and update of research framework document, active use of Irrigation Division Research Committee and coordinating functions of Branch Heads Committee. Each Branch

also has a staff member responsible for research coordination within their discipline.

- Preparation of annual report and summary for use by professional and technical staff, district agriculturists and the farming community.

Research

- (1) With the establishment of the Research Division to coordinate and evaluate all ongoing projects and new proposals the department has formalized its commitments to research.
- (2) While the task team felt that socio-economics research areas have been poorly funded, an evaluation of Farming for the Future projects revealed that 40% of socio-economics proposals submitted were funded, while the Farming for the Future average is 30%. Doctors Olson and Mahone have been active in discussing the Farming for the Future Research Program with the Faculty of Home Economics and with the Department of Rural Economy at the University of Alberta. Many of the perceptions about fund allocation result from statements made by the University staff who either didn't apply, or failed to receive funds. Design was the prime reason for non-approval.
- (3) The Director of Research is compiling a research inventory. Once this is completed and evaluated, a proposal for capital facilities dedicated to research will be submitted.
- (4) The Personnel Office is reluctant to establish a research officer classification.
- (5) The level of the ADA Research Fund is adequate at present, but accessibility and accountability need to be improved. We will be ensuring that all researchers are aware of this fund's existence and availability.
- (6) Continuing efforts are being made to integrate research programs of demonstrated value into line budgets. One concern we have, however, is that once a "program" is begun it is almost impossible to terminate.
- (7) Ensuring funding groups retain a fair and balanced project review system.
 - a) steps that have been taken to rectify this are as follows:
 - i) The Research Division now attends all program committee meetings
 - ii) Committee members have been changed to minimize institutional partisanship.

- iii) Farming for the Future Program Committee will in the future be comprised of a majority of producer members.
 - iv) The Research Division may obtain outside expert review of any project proposals to bring to Council.
 - v) Emphasis is being placed on soundness of experimental design.
 - vi) Renewal funding will continue on a yearly basis contingent on satisfactory project reports.
 - vii) Researchers will be held accountable for conduct of experiments, progress reports and final reports.
- (8) The Research Division has taken an active role in encouraging new research proposals from within the department. Proposals will be evaluated on the potential to improve net farm income and long term viability of agriculture in Alberta, the soundness of the experimental design and the track record of the researcher.

MARKETING SECTOR

Marketing Services

- The Division has a commitment to market and product research. At the present time, this effort is being directed specifically at the supply structure of Alberta Agriculture and food processing industries. Parameters being evaluated include product ranges, capacity, markets, market shares, promotional programs, brokerage arrangements, species members, reproductive capacity, acreages under production, processing capacity, etc.
- The Division is not directly involved with biological research, but is evaluating providing funds to industry and producer groups to undertake specific research evaluations/demonstrations where these are identified as an integral part of the overall supply development effort.
- The Food Processing Development Centre, scheduled to open in Leduc late in 1983, will address the practical application of research as it applies to processed food products.
- Presently staff are involved in Farming for the Future, P.O.S. Pilot Plant, Canola Utilization Program, Expert Committee on Meats, Expert Committee on Energy, and Alberta Agriculture Research Trust.

FIELD SERVICES SECTOR

Home Economics

- Initiated contact with Dean, Faculty of Home Economics re: possible opportunities for funding of home economics related research under Farming for the Future Program. Meeting held with Faculty members and Research sector personnel.
 - Farm Household Cost survey initiated by DHE, Stettler and funded by Alberta Agriculture Research Fund.

4-H

- The 4-H Branch has just completed a three phase study of 4-H in Alberta during 1983. As a result of this study, the Branch has now developed a series of action plans which are contained in the document called "Future Directions of 4-H in Alberta". These action plans reflect recommendations resulting from research and will be phased into the 4-H program over the next 3-5 years.

Engineering and Rural Services

Research:

- Included the development of research and demonstration projects as part of the service to producer-clients.
- Utilized line funding for projects when available
- Worked extensively with vegetable producers to improve storage and production capabilities
- Developing proposal for improvement honey processing

Ventilation - University of Alberta

Grain Drying - Aerations

Reduced tillage concepts

Modular Seed Plant

Extension

- Activity is variable between regions.
- Significant number of O.F.D.P. projects were activated in the regions.

- Specialists in some regions were active in applied research projects.

Region 3 - Red Deer

- Region 3 staff are involved in about 35 research and demonstration research projects each year.

Recommendations:

- (1) Field staff need close and constant liaison with research in order to help update with the latest recommended practices. Field staff should be assigned with job.
- (2) Research should be demonstrated to producers.
- (3) More research in cash crops.
- (4) Relocation of more resources into research.

Region 4 - Vermilion

- This was another area with relatively little direct staff involvement. Some assistance was provided to research people to set out and manage research trials. Considerable research information was utilized in the technology transfer area. Several on-farm demonstration projects were initiated to demonstrate new research technology.

Region 5 - Barrhead

- Nine O.F.D.P. Projects have so far been approved regionally and have received funding. These include the following and amount to \$42,531.00.
 - (1) Grain Feeding Yearlings on Pasture
 - (2) Late Summer Pasture and Grain versus Feedlot Finishing for Heifers
 - (3) Laxatives for Sows and Their Effects on Constipation and the M. M. A. Complex
 - (4) Solar Heating Air for Grain Drying and Aeration
 - (5) Chaff Evaluation
 - (6) Dairy Pasture Demonstration

- (7) By Pass Protein on Milk Production
- (8) Two Four Wheel Drive Tractors Hooked in Tandem
- (9) Phosphate Trials on Alfalfa

Region 6 - Fairview

- Region 6 specialists, principally pathology, entomology, soils and agronomy continued their many applied research projects.
- Large demonstrations of varieties were carried out by DAs and CDA
- Increased applied research into forage production is expected in 1983.

PRODUCTION SECTOR

Animal Health

- A number of projects were ongoing in the Division already. Identification of research as an important issue provided increased emphasis to the established direction of more involvement in research. A "B" budget proposal for a research unit in the Division was submitted.

Plant Industry

- Two feed barley varieties licensed and a malting variety given tentative approval pending the outcome of commercial malting trials.
- A.H.R.C. continued to carry out horticulture and special crops research.
- A.T.N. and H.C. initiated a shade tree testing program in cooperation with Landscape Alberta.
- Have encouraged and assisted with applied research in acid soils, snow trapping, solonetzic soil improvement and dryland salinity control.
- Input from a number of staff to Farming for the Future program committees.

Dairy

Feeding whey to dairy cattle is practiced in the United States and British Columbia. Extensive evaluation of existing programs has resulted in a pilot project in the Glenwood area. If successful, feeding whey to dairy cattle may overcome an increasingly significant pollution as well as reduce feeding cattle costs on participating farms.

- Additional whey uses are currently under study.
- Another research projects concerns milk flavours and problems associated with rancidity. One staff member, as part of post graduate course work at the University of Alberta, is studying this issue as it relates to Alberta's dairy industry.

PLANNING, ECONOMIC & ADMINISTRATION

Economic Services

- Secretariat's review of Branch Activities includes survey of Weekly subscribers information needs.
- Maintain high priority to services provided to Canadian Cattle Markets Information Advisory Committee.

Communications

Three promotional publications on Alberta products. Four news clips on Alberta-Korean agricultural trade. Weekly and quarterly "Market Situation" printed and distributed.

Planning Secretariat

- N. S. Thomson appointed Secretary to the Pork Industry Advisory Committee
- Provided support material for Feed Grain Policy change.

MARKETING

Market Development

1. Initiation of commodity and product strategies:

Even prior to Spring Planning 1982, International Marketing had developed a concise set of geographic and commodity initiatives for market development strategy. This list was further refined at the Brule meeting in September 1982. To conform with the strategy it may be suitable to have meetings with those branches particularly influenced by the strategies such as Production to determine if our priorities are in line with production capability.

2. Consultation with producer at your business and processor interests:

Market Development has set about to establish market priority areas with major clients i.e. private firms, commodity and producers groups.

This includes setting geographic priorities and determination of areas of concentration over the planning time frame.

3. Market Research, merchandising and market intelligence within extension efforts:

While a specific program can not be laid out in a specific format this type of extension work goes on a continual basis between officers in Market Development and clients. Market research and market intelligence are a prime part of the role of the Market Development officer, particularly those with a geographic responsibility.

4. Task Team approach:

With reorganization of the Marketing Branch the Task Team approach to problem solving and program development has increased. There is room for further inclusion of other sectors of the department within this category. Some steps have been taken with the inclusion of non Market Development staff on international trips including ADM visits to China and specialist visits to other markets.

MARKETING

Marketing Services

The recently completed re-organization of the Marketing Services and Market Development Divisions under the Marketing Sector will allow this group to better assist the industry in assessing and evaluating new market opportunities and the ability to be able to effectively respond to identified opportunities. As a first step to identifying priorities, the Marketing Sector is undertaking commodity/industry strategies for various commodities and processed food products.

The Marketing Sector has established value-added content as a main priority. This has directed a large portion of Division resources to the agri-processing industries. These include meat and dairy products, canola processing, food processing and consideration of the future potential of the processed vegetable, special crops and grain corn industries.

The Division is planning to establish a central file of supply-side economic parameters on our new word processing equipment due to be installed in the near future. This file will be accessible to the Department in general and will assist in the selection of market opportunities.

During the period under review the largest single commitment of funds and manpower resources has been to the Alberta Food Processors Association both directly and through the Better Buy Alberta campaign. This will continue as the Association attracts more members and becomes more aggressive in the marketplace.

The Division is aware of the need for dairy industry diversification in cheddar cheese production and also the longer-term structural problems that will arise in the dairy industry as a whole over the next five years if industrial milk quotas continue to be reduced. The Division is currently reviewing the type and direction of support given the industry with a view to directly addressing these problems.

Development of the processed cheese industry in Alberta was assisted by financial and technical support from Agricultural Processing and Agri-Food Development Branches as well as the N.P.A. program.

Policies within the Livestock Development Section are being developed to ensure that export of breed types does not conflict with either domestic production capacity or the maintenance of pedigree breed members. Data is being collected on female livestock populations to provide a base from which balanced export policy can be generated. Such information will also assist with the prediction of forward slaughter capacity capable of being generated from within the Province.

FIELD SERVICES

Home Economics

1. Recipe development and testing by Home Economics Laboratory for publication, "Quark Cheese" produced by an Alberta processor.
2. Preparation and distribution of 8000 copies of "Made in Southern Alberta" by DHE's in Region 1. Recipe testing and food photography done by Home Economics Laboratory.

4-H

The 4-H Branch does not see itself being affected or requiring major changes to existing programs as it relates to this issue. Role of the Branch is one of information-giving and referral.

Engineering & Rural Services

- Developed improvements to special forage seed harvester.
- Assisted design of inland terminals concepts.

Extension

- Seminars on Grain and Canola Marketing were planned activities in one Region.
- Some activity in pre-immunized - pre-conditioned calf sale in the fall.
- Assistance to International Marketing with "Tour Groups" from outside of the province.
- Relatively little action on the market development issue.

Region 3 - Red Deer

Market development within the region takes primarily two forms:

1. Sales to groups from outside province. This year we had groups from Japan, Ireland, Germany, Mexico, U.S., other provinces, visiting our region. We are helping International Marketing with most of these groups.
2. New development in region. Examples are bin skirts, swath turner and spray guard for swather.

Recommendations:

1. More research into increasing opportunity and availability of cash crops.
2. More information from international marketing so we can pass it onto producers.
3. More work by D.H.E.'s in consumer groups
4. Better methods of marketing forages.
5. Better method of pricing of feed barley
6. Better method of marketing malt barley.

Region 4 - Vermilion

Seminars on grain and canola marketing and meetings to organize farmers markets were the only planned activities in this area. Individual requests for information about market development possibilities were received by some regional staff. There was a significant increase in requests for marketing information by clients.

Region 5 - Barrhead

Some districts and regional staff were quite involved in the establishment of the region's first pre-immunized/pre-conditioned calf sale this fall. Other than that very little was accomplished regionally.

Region 6 - Fairview

No comment.

PRODUCTION

Animal Health

The Division's activity in the Preconditioned Calf Program resulted in further development of the market for preconditioned calves. Establishment of laboratory capability for testing cattle for enzootic bovine leucosis assisted several herds in exporting animals to the U.K.

Plant Industry

Mainly co-operation with the Marketing Sector as appropriate. eg. seed potatoes.

A G R I C U L T U R A L P R O C E S S I N G

PLANNING, ECONOMICS AND ADMINISTRATION SECTOR

Communications

- Media coverage of new Food Processing Centre

Planning Secretariat

- Nil

MARKETING SECTOR

Marketing Services

- The elements identified by the Task Team were finance, marketing, technical and supply. In terms of supporting the value-added priority, the integration of these five factors is firmly established as a principal objective of Division function. This is being approached by establishing more effective communication with the production, marketing and servicing sectors of government and by structuring the Division to deal with industry on a sector basis. That is, concentrating under one section manager, all aspects of the supply function covering grower, packer/processor/manufacturer, distributor and market. This approach is now being taken on a daily basis.
- The Division participated in the development of an ad hoc arrangement to provide special funding for water/sewer needs of rural centres. That is not the same as modifying the N.P.A. program but in some circumstances can accommodate the same end.
- Discussions with A.A.D.C. has resulted in a proposed change in their "80% Alberta ownership" clause which essentially allows for any worthwhile project to receive consideration for loan guarantees or direct funding.
- The recently announced Small Business and Farm Interest Shielding Program and declining interest rates have addressed some of the cost of capital concerns of the processing industry.
- The Out-of-Province Market Development Program will be administered by Market Development Division and in conjunction with programs in

the Marketing Services Division will assist food processors in taking advantage of provincial, domestic and international markets. A task team approach is in place to assist in identifying industry needs, priorities and opportunities.

- Assistance beyond that regularly provided by the Agricultural Processing Development Branch to handle high risk situations of a technological nature have not been adopted. The Food Processing Development Centre should provide some relief in this area.
- The Agricultural Processing Development Branch provides six annual \$1000 bursaries to University of Alberta Food Science students to encourage them to take employment in Alberta's processed foods sector.
- The Food Laboratory Services Branch took every step to encourage and to assist the food processing plants to develop some quality control programs on site. Considerable progress was made in this area. Several smaller processing plants already have established some capabilities (within their financial means) for quality control and others are considering. Unfortunately, new demands in quality safety and nutritional standards, require a large number of sophisticated and expensive analytical instruments, and well qualified staff to operate them. Therefore, to set up a complete quality testing laboratory on site is not economically possible by many Alberta processing plants.
- The Marketing Services Division, in conjunction with Economic Development and Treasury, has explored some "creative financing" approaches to encouraging high cost, world scale businesses to locate in Alberta. While no permanent program has been developed, the parameters and guidelines for making a presentation to Treasury on any specific proposal have been discussed. Proposals will be developed on an ad hoc basis.

FIELD SERVICES SECTOR

4-H

- The 4-H Branch does not see itself being affected or requiring major changes to existing programs as it relates to this issue. Role of the Branch is one of information-giving and referral.

Extension

- Lack of adequate livestock feed processing facilities and a major packing plant were of concern to staff and clients in one region.
- Noticeable increase in abattoirs in another region.

- Assistance by regional staff to cheese processing, lime process, goat milk cheese, Alpha milk, seed cleaning plants, Lambco Co.

Region 3 - Red Deer

- Staff in Region 111 were involved in helping agricultural processing in:
 - (1) Cheese processing - Bashaw
 - (2) Lime process - Rocky Mountain House
 - (3) Lambco - Innisfail
 - (4) Goat milk cheese - Wetaskiwin
 - (5) Seed cleaning plants
 - (6) Alpha milk - Red Deer
- We believe that the milk quality program established January 1/1982 will have an effect of reducing the number of poorly managed dairy operations.

Recommendations:

- (1) We are worried about cash flow problems re: agricultural processing in the region.
- (2) We are worried about credibility of agricultural processing in the region, e.g. Memco.
- (3) Producers want protection in regard to sales of their products to agricultural processors.

Region 4 - Vermilion

- Staff involvement in this area was mainly with client concerns about lack of adequate livestock feed processing facilities in the region, and the concern of clients was the lack of a major beef packing plant in northern Alberta.

Region 5 - Barrhead

- No regional activities in this area.

Region 6 Fairview

Agricultural Processing Task Team:

- There was a noticeable increase in abattoir activity.

PRODUCTION SECTOR

Animal Health

- Continued expansion of small plants in the meat packing industry was supported by our meat inspection activities.

Plant Industry

- Continued involvement with numerous processing firms, mainly canola crushers, alfalfa plants and processors of horticultural crops.
- Revision of the Seed Cleaning Plants Policy to offer more encouragement for plant upgrading and a revised cost sharing schedule for plant construction.

HUMAN RESOURCE DEVELOPMENT

PLANNING, ECONOMICS AND ADMINISTRATION SECTOR

Economic Services

- Division and Branches have refined decision making in staff training area to reflect performance appraisal findings and select needed training for all staff.

Personnel

- (1) Initial research and planning into developing a comprehensive manpower inventory is currently underway. Funds and lack of readily access to a computer terminal are real constraints on this program at present.
- (2) Organizational Development Section established to assist managers in organizational design and development.
- (3) The establishing of developmental and divisional objectives should be a more appropriate basis for the appraisal systems in place. We have also designed and developed a new performance appraisal course for the Department. A pilot course is scheduled for April 12-14, 1983.
- (4) The coordination of training and development requirements with PAO is good; however, we still do not have all our demands met. Coordination of training and development both internally and externally is lacking on a departmental basis. Although the general coordination of PAO and other courses for approval purposes is coordinated through this office, decisions on course design and development are not.

Also, coordination of external training must be dove-tailed with internal training if we are to maintain any degree of consistency and, indeed, credibility.

- (5) The staff development and training policy once approved will allow for the implementation of succession planning within the departments.
- (6) Revitalization of the appraisal system, the establishment of a manpower inventory and the implementation of succession planning are all significant requisites for moving from a reactive to a proactive mode in recruitment and training.
- (7) Planned career development within the department is limited by the items discussed in item (4) above.

Desired Priorities:

The problem of recruitment and retention of competent staff has been alleviated to a large extent by the current economic climate. Vacancies have been reduced from approximately 100 to 40 at the present time. In addition, there appears to be no shortage of highly qualified candidates for positions that do become vacant.

Communications

- In-service training courses on communications for new staff provided including television, radio, writing, audio visual production.
- Television clips also produced on "Estate Planning" and "Farm Stress". A film on two generation farming entitled "Transitions" dealing with problems arising when two generations farm together. Extensively used at extension seminars.
- Public service announcements were produced on farm safety (2). Good Nutrition and World Food Day (2).

Planning Secretariat

- Began evaluation of Green Certificate Program.

RESEARCH AND RESOURCE DEVELOPMENT SECTOR

Irrigation

- Appropriate staff training is continually assessed and provided.

MARKETING SECTOR

Marketing Services

- The Marketing Services Division structure has been designed to provide experience, encouragement and advancement to staff management skills. This has been achieved by assigning financial, manpower and planning responsibility and accountability at the section manager level.

FIELD SERVICES SECTOR

Home Economics

- (1) In position description update for Home Economics extension specialists, increased emphasis put on development of leadership capabilities of leaders of provincial rural womens' organizations. Several related leader programs were held.
- (2)- Increasing the leadership skills of 4-H leaders selected as 1 of the Branch's nine priorities.
- (3)- Completion of major study, "A Study of Client Needs for Home Economics Education". Results used in developing Branch's priorities for a 5 year period.
- (4) Team approach used at district, subregional and regional levels in planning and implementing management/communications related programs aimed at farm couples, i.e. the two generation farm family.
- (5) Continued monitoring of implementing of Branch 1981 "A Plan for Staff Development".

4-H

The 4-H Branch is making significant contributions and is taking action as it relates to this issue. These actions are:

- Information on professional organizations are distributed to staff and they are encouraged to become members.
- One staff member attended the National Association of Extension 4-H Agents in Baltimore, Maryland. Information obtained was shared with staff.
- All staff participated in at least one staff development course per year and attended the Idea Conference.
- Updating of 4-H Guidelines of Responsibilities for staff will be completed by March, 1983.
- Now reviewing and updating staff orientation clientele.
- A leader development program was established (supported by the 4-H Research Study) and is now being implemented with workshops planned.
- The 4-H Leader's Manual was updated and distributed for the 1982/83 club year.
- Increased emphasis in supporting new leaders starting in the 1982/83 club year, which is identified in the 4-H Research Study.

- Leader recognition pins were developed in 1982 (3 year, 5 year and 10 year pins).
- Three Regional 4-H Councils are now having a Leader Recognition night.

Budget restraints will have a negative impact on the staff and leader resource development within the 4-H Branch, i.e. 1983 4-H Branch Spring Conference cancelled.

Engineering and Rural Services

Community Services Branch

- undertook recruitment and training of two staff
- staff trained three boards on field experience
- all programs and workshops aimed at the community - men, women, urban, rural, Agricultural Societies, community groups, local governments, etc.
- board workshop aimed at strengthening local community leadership
 - i.e. - planning
 - organization of group
 - job description
 - time and resource management
 - public relations
 - community process
- Branch uses team approach to planning program and delivery of service to client - this maintains a high standard of information and service to the public.
- Farm Safety - programs on safety
- ASB - individual board workshops
 - agricultural fieldman in-service training
- SFEP - 800 summer workers

Extension

- Green Certificate Program is receiving significant attention from staff and producers.
- In-service training for staff continued - This training is required to improve capability of the staff to meet client needs.
- Programs on topics such as stress, personnel development, keeping the family farm, organization skills, wills and estates, farm transfers.

Region 3 - Red Deer

- Most of the human resource development took place in the areas of: youth, beginning farmers, middle age producers, retiring producers. The region ran a series of meetings on: wills and estates, how to turn the farm over to sons/daughters, two generation farm. I also classify the 4-H movement in this area. In 1982 we showed a 10% increase in 4-H clubs and 15% increase in membership.

Recommendations and Future Directions:

- (1) Less total staff time in this area because of economic picture - more time and resources should be spent in technology transfer.
- (2) 4-H growth in short-term projects.
 - Projects need to be developed so individual leaders can pick up and relay it to their members.
- (3) Resource and training for local volunteers.
- (4) Re-direct resources to other government departments where there is an overlap.
- (5) Families and individuals are searching for creative ways to live more economically.
- (6) As the lack of cash flow becomes a greater problem, the need for integration of farm and home management programs becomes more evident. Programs should address families' needs for economic stability and security.
- (7) There is an increasing number of men seeking off farm employment, therefore more women will need to have basic skills - dairy, swine, livestock, etc.

Alberta Agriculture Staff:

I have developed production efficiency system of staff management for field staff. It gives the field staff an opportunity for a six month review of their production. We have noticed an increase of 15% in productivity in the first six months of operation.

Region 4 - Vermilion

- This issue area received considerable attention from staff. The two main subjects of meetings and client contacts were personal development (personal living skills, stress management, etc.) and organization development (meeting skills, goal setting, effective operation of Advisory Committees). Fourteen meetings related to this area were scheduled during the year. In addition, the District Home Economists have planned three day-long town and country women's seminars for the region.

- The Green Certificate Farm Training Program is very strongly supported by farmers in Region 4. A full quota of regular training situations plus special training projects in two Indian reserves kept two regional farm training specialists very busy during the year.

Region 5 - Barrhead

- On a regional basis, two Green Certificate training sessions for both trainers and trainees were organized with central themes being communications, motivation, successful supervision and labor relations. In addition, district seminars have been organized on the topics of safety and stress management. Two regional programs (Keeping the Farm in the Family and Can Two Generations Farm Together) also addressed this subject area. In total, over 800 people attended these regional sessions.

Region 6 - Fairview

- Region VI continued, within budget limitations, to improve the capability of staff to deal with client needs.
- More in-service in the region took place than previously and hopefully this can be expected to continue.
- This region also uses non staff resource people to meet client needs in specific areas.

PRODUCTION SECTOR

Animal Health

- No change in division activity.

Plant Industry

- Continued emphasis on staff development for technical updating and managerial skills.

A G R I C U L T U R A L C H E M I C A L S

PLANNING, ECONOMICS AND ADMINISTRATION SECTOR

Personnel

- Some discussions have taken place between the Head, and the Health and Safety Coordinator with regard to education programs for the handling of and application of chemicals.
- The Health and Safety Coordinator will be establishing a monitoring system to ensure that the appropriate standards are met and that staff receive the appropriate training.

Communications

- Three publications and four press releases.

Planning Secretariat

- Nil

RESEARCH AND RESOURCE DEVELOPMENT SECTOR

Irrigation

- Initiated discussions with Plant Industry Division and C.D.A. research staff regarding use and licensing of newer chemicals for the control of aquatic weeds and ditch-bank growth.

MARKETING SECTOR

Marketing Services

- Sampling of foods, food ingredients, and other agricultural commodities is coordinated by the Department of Food Safety Committee, and carried out not only by various Alberta Agriculture branches but also other provincial departments.

Most of the results (negative as well as positive) are readily available to all interested parties, through annual reports, scientific publications, and public meetings. Only very few studies, or surveys designed for specific purposes are not publicized. The Food Laboratory does much of this testing and sits as a member on the committee.

FIELD SERVICES SECTOR

Home Economics

- Project initiated by provincial clothing and textiles specialist to assemble information re: protective clothing needed in handling chemicals. Information to be distributed for DHEs and appropriate news release to be prepared.
- Plans for foods and nutrition specialists and clothing and textiles specialist to participate in training seminars provided by Weed Control Branch.

4-H

- The 4-H Branch does not see itself being affected or requiring major changes to existing programs as it relates to this issue. Role of the Branch is one of information-giving and referral.

Engineering and Rural Services

- ASB - Demonstration - sprayer use
 - proper chemical recommendation

Extension

- Program activity was significant on this topic - primarily through technology transfer.
- Non-farming public awareness program was conducted in one region.
- Weed fairs are being provided throughout one region involving industry representative.
- Working with chemical companies, local agri-business, local government.
- High priority for knowledge in May and June.

Region 3 - Red Deer

- Region 3 staff were involved in educational meetings on agricultural chemicals. These educational meetings take the forms of workshops, tours, fairs, etc. We work in conjunction with chemical companies, local agribusiness, A.S.B. and farm organizations. This is a very high demand area during the months of May and June. Economic data on chemicals and their alternatives is high priority for staff because the cost/price squeeze is making farmers question their use.

Recommendation:

- (1) More economic needs to be incorporated into research, as well as field trials on all chemicals.
- (2) More public awareness on chemicals. Could D.H.E.s do some in-service education in this area?
- (3) Metric errors must be looked at.

Region 4 - Vermilion

- This issue was covered extensively via technology transfer. Clients are becoming much more aware of the safety concern involved with agricultural chemicals. Specific information on new chemicals and their proper handling and use is being provided through a series of five weed fairs. These will have extensive involvement of agricultural chemical company representatives.

Region 5 - Barrhead

- While most of our seminars on chemicals are related to technical aspects, we have been involved in one general awareness session for the non-farming public. Further, during Agriculture Week 1983, three urban community leagues in Edmonton will be visited by district staff and this topic will be addressed.

Region 6 - Fairview

- Region 6 attempts annually to keep staff members abreast of this industry. There is close liaison with industry representatives.

Region 6 staff assisted some municipalities in the planning and location of hazardous waste dumps.

PRODUCTION SECTOR

Animal Health

- Division continued to be involved in problem solving. Establishment of a study into livestock medicine usage was already underway but contributes to this area.

Plant Industry

- (1) Continued emphasis on proper use and need for good public relations.
- (2) Initiated 12 courses on pesticide safety and health.
- (3) Major revision of the toxicology section of the Guide to Chemical Weed Control and similar plans for insecticides.
- (4) Full review of procedures for vertebrate pest poisons and devices is underway.
- (5) Talks have been initiated for cooperation with the University of Alberta Faculty of Pharmacy.
- (6) An active program of media releases and contact with the Environment Council of Alberta.

P U B L I C A N D C L I E N T

R E L A T I O N S

PLANNING, ECONOMICS AND ADMINISTRATION SECTOR

Economic Services

- Increased emphasis on keeping positions filled.
- Turn around on services/information improved.
- Increased services to trade, media and business.
- Regular department information and communications systems utilized more effectively, i.e. fact sheets, AgriNews, Guide Inserts.

Personnel

- Client concerns:
 - (1) The improvement in market conditions and the control system for approval of ECF set up in August, 1982 should have alleviated this problem of extended vacancies in key areas.
 - (2) The purchase of management training packages as mentioned, to provide an in-house training capability should help to overcome some of the problem in the area of human relations.
 - (3) Assisted in the setting of departmental and divisional objectives which will provide staff with an awareness of the department's purpose and objectives.
 - (4) In the area of orientation of new staff, a joining handbook is ready for printing and an orientation program is being developed.
 - (5) Special emphasis has been placed on staff attending the following programs:

Receptionist Training
Public Speaking
Consulting Skills and
Effective Report Writing

to provide the opportunity to enhance interpersonal skills.

- (6) A computerized entitlement and absent time reporting system is to go on-line by the fall of 1983. This will allow more effective recording and management information reporting as well as allowing reconciliations to be "outputted" to each manager and employee annually. The system will take the place of a manual recording system tht is being used at present.

Communications

- Agriculture Image
- A fact sheet series on Alberta Agriculture was produced for students to provide them with basic facts of the industry.
- Agriculture Week - an all media public relations program. See details
- Agriculture Hall of Fame - press kits, film vignettes and banquet arrangements.
- Division acts as Alberta coordinating body for World Food Day program.
- Several television and radio public service announcements were produced as well as radio news tapes. Television prime time features "The New Breed" and "The Reason Why" were produced. The latter attributed the high standard of living in North America to the sound agriculture base.

Departmental Services

- In the specific area of public/client relations, we often receive a primary inquiry from the public, generally because of lack of knowledge of who to contact, so we must be prepared to respond logically, effectively, quickly and accurately to these inquiries. In the same context, when applied to staff instead of the public we must be prepared to assist with advice and with the provision of the necessary resources.

Computer Services

- Electronic data processing, both Word and Data - AAPAC is the statement of direction for the entire department, but it is essential to realize that this program will require more of both human and financial resources scaled to the implementation schedule.

Library

- The importance of the library as a public relations vehicle for our department was identified in the Public/Client Relations Report.
- In addition to an estimated 2500 information inquiries and photocopies made for clients outside the Department, the library sent 570 books and reports to individuals who requested them in 1981/82. External clients are a secondary user group to our mandate, and although we do not promote externally, there are growing numbers of users who rely on our specialized agricultural collection.
- Circulation in-house is expected to increase by 33% (standard projection for new library facilities - minimum); with the increase in visibility of the library in the department in the new Agriculture Building, and with the increased external client traffic into this building, we predict a major increase in demand by external users - the public.

The reference librarian position is not permanent. The inter-library loans position is being filled by the Library Technician transferring from OSL. She brings with her a volume of work now amounting to more than 2,000 requests per year (we request specific items from other institutions)

- Lack of manpower is a serious problem in the library. It affects the level of service within the department, and it affects the image of the department when we lack trained staff to answer basic and complex inquiries from external clients.
- The Spring Planning Meeting last year clearly addressed the problem of adequate manpower for the public relations function that the library performs.

Planning Secretariat

- Participation in Agriculture Week Committee
- Participated in statement of objectives.

RESEARCH AND RESOURCE DEVELOPMENT SECTOR

Irrigation

- Update of previously developed Division mission statement, objectives and priorities including annual work plans and short-term objectives.

MARKETING SECTOR

Marketing Services

- The major area where the division is responding to the Task Team's recommendations involves increased communications and liaison on a day-to-day basis with other department divisions. This is necessary to avoid confusion and overlap problems with clients in the marketplace such as occur with grant processing, company visits, requestes for information, etc. Providing these problems can be overcome, it is Division policy to increase the capability of dealing with clients on a one-to-one basis. Attendance at consulting skills courses is encouraged.
- A brochure is being prepared outlining provincial, municipal, and federal financial assistance programs of interest to food processors.

FIELD SERVICES SECTOR

Home Economics

- In-service training, "Your Public Image - Fuzzy or Focused" conducted by Home Economics Extension specialist with DHEs from several regions.
- Branch Head spoke to Branch staff in six regions and specialists group re: Department's purpose, objectives and other environmental forces which impact on Branch's program development. Draft purpose and objectives developed for Branch. "Emphasis 11". Branch's program direction document to be completed April, 1983.
- Numerous activities planned in Region 1 by a committee chaired by RHE aimed at enhancing the image of those engaged in the agriculture industry.

4-H

- The 4-H Branch provides an active role in this area. Our client group are first time users of departmental services. Their impression and attitude of Alberta Agriculture will remain with them for a long time. Therefore, it is imperative that they have a positive experience.
- All Branch staff were made aware of the concern and need for a positive public relation image. Staff orientation procedures are being updated and will have a public relations component as part of an overall staff development.

- The 4-H Branch has identified promotion and public awareness as a major objective. This campaign was started in 1981 and will continue for a three year period. Action taken to date includes:
 - Displays in shopping malls, i.e. Edmonton, Red Deer, Lethbridge
 - Increased use of newspaper columns by Regional 4-H specialists
 - Regional 4-H specialists recognizing 4-H leaders through the press and special recognition events.
 - Weekly radio program "4-H Roundup" which started in 1981, has been expanded to a year-round program. The number of radio stations carrying this program has increased from seventeen to twenty-four. Since November, 1982, a special salute to a 4-H leader has been added to the program.
 - Two radio and T.V. public service announcements have been developed in 1982. These have been used frequently by all stations.
 - Ten display units have been purchased in 1982 and are now being used by regional 4-H specialists and headquarters staff, i.e. 4-H display at Alberta Wheat Pool Annual meeting, shopping mall display, school events, etc.
 - Participating 4-H members attending sponsored events are encouraged to write sponsors expressing their appreciation.
 - The 4-H weekly one-half hour T.V. program called "4-H Clubtime" is in its 21st season and can be viewed throughout Alberta with a partial signal going into Saskatchewan, northern British Columbia, and parts of Montana. Since November 1982, Northern Cable out of Grande Prairie have been airing the program.
 - One paid ad has been taken out in weekly newspapers in 1982 and 1983.

The 4-H Branch has appointed a promotional committee whose function is to develop and coordinate promotion material and activities. This committee has been effective in its mandate.

Engineering and Rural Services

- Engineering - services brochure
- Community Services Branch
- staff kept abreast of information through the circulation of publications and regular staff meetings.

- staff training through internal staff orientation field experience, meetings and seminars improves quality of service to the public.
- Branch manages a highly visible, highly political program and is very conscious of providing an effective service to agricultural societies, department staff and elected officials.
- Branch's team approach to program delivery ensures accurate consistent information transfer.
- Over the years this has resulted in what I think is a favourable public image.

A.S.B.

- Special board chairman - department staff meetings re: role of A.S.B.s.

Farm Safety Program

- Flying Farms and other associations related joint safety programs.

Extension

- High priority given to this topic in some regions. This "area" will receive continuous attention.
- Staff involved with the public in respect to awareness of good relations.
- Activities such as Agriculture Week, Career Days, News Articles, meetings on surface rights were utilized to improve public client relations.
- Utilization of newsletters, radio, T.V. shows, news columns, to assist in public client relations.

Region 3 - Red Deer

- Public and client relations is a number one priority with almost all staff in the region. It is involved in every aspect of our jobs. We supplement this with about 10 newsletters, TV interviews, 3 radio shows, about 25 newscolumns per week, by 15,000 flyer in-house mailouts and general advertising.

- Other areas involving public and client relations in 1983:
 - (1) Public
 - (2) Regional Director survey of producer needs plus how they see Alberta Agriculture - personnel interview with over 40 producers.
 - (3) In the majority of programs we use producer advisor groups to assist in planning.
 - (4) Each year a total needs assessment takes place in half of the districts. We ask the producer what is good/bad about our system.

Recommendations:

- (1) More resources should be used in this area
- (2) More public needs assessment projects
- (3) Client needs study - client needs profiles
- (4) Communications specialist within region

* We must know our marketplace.

Region 4 - Vermilion

- The public relations issue area received the second largest amount of attention by staff in Region 4. Over 25 meetings were planned by staff on a wide range of topics. Surface Rights, Agriculture Week promotion, assistance to Agricultural Societies and a variety of Home Economics related sessions were the main subjects of these meetings.
- A major program in the region is the Nutrition at School program operated by the District Home Economists. This program provides a considerable amount of good public relations for Alberta Agriculture.

Region 5 - Barrhead

- Agricultural Image - Several schools were visited by district staff during Agriculture Week and for activities such as Career Days. Numerous articles were written for various newspapers. This year a major urban shopping mall promotion will be undertaken by district staff during Agriculture Week '83 (Southgate).

Region 6 - Fairview

- Generally, all staff in Region 6 improved their attitude and deportment to the public at large and clients in particular.
- Many staff, specialists, as well as DAs were involved in many functions outside their normal duties.
- Improved relations with municipal authorities, A.D. Committees, A.S.B.s and educational institutions; e.g. Fairview College and Further Ed. Councils took place.
- A major increase in radio time was obtained as well as increased columns in weekly newspapers.
- We still are not doing enough public awareness programming on technology transfer nor on the services that we offer. This area will continue to improve as we continue to improve the coordination of all of our resources.

PRODUCTION SECTOR

Animal Industry

- In the Animal Industry Division, a few areas of action and follow-up in response to the spring conference have been noted. These included improvement in client relationships such as responding directly, answering telephones directly and minimizing referral of inquiries. The Horse Industry Branch plans to increase Agriculture Week participation. The Pork Industry Branch initiated a number of fact sheets and a recording system. Other similar new activities were initiated, not directly in response to the spring conference, but rather in response to client needs.

Animal Health

- Agricultural Image - Identification of the importance of the image and particularly the component of complaints due to long reporting times resulted in increased emphasis and effort to improve the turn around in laboratory and other reports to the industry.

Plant Industry

- Ongoing divisional attention to this concern has continued.

- AHRC continues to obtain input from the public advisory committees.
- ATN and HC has initiated action to improve input from the trade through an advisory committee.
- Greenhouse Industry Task Force initiated and report submitted to our Minister.
- Active involvement of the Weather Modification Advisory Committee continues.
- Hail and Crop Insurance Corporation held numerous meetings with various groups to discuss crop insurance in the Peace region, special crops insurance, crop insurance for pedigreed alfalfa and creeping red fescue and other matters.
- Field Crops Branch has made special efforts through CKRD radio and T.V. programs; press releases to local papers on Branch personnel and activities; presentation to Rotary Club meetings and similar groups; invitations to CBC and Communications Branch to do feature films on Branch activities.
- Active consultation with line suppliers for the establishment of an Ag-lime industry in Alberta.

Dairy

- The structure and responsibilities of the Dairy Division have permitted limited flexibility in program development.
- Regulatory activities on dairy farms and in processing plants require staff specializing in production technology. The farm clientele has increased in number. They also require more sophisticated services.
- The milk recording program, operated by Dairy Division, is a major specialized service program of the Department of Agriculture. Producers have lobbied for expanded services and program upgrading for several years. Staffing the program has been a major concern for the Dairy Division.
- During 1982 a new Dairy Farm Production Branch was created to address dairy farm production issues. This new branch has addressed needs identified in the task team reports on cash flow and technology transfer. Recommendations of the Human Resources and Public/Client Relations task teams have also been addressed.

- The Dairy Division is actively involved in production, processing and marketing of milk and milk products in Alberta. The Dairy Division is part of the dairy industry team in the province. Producers and processors work closely with Dairy Division in planning and development of the industry.
- Credibility of staff in technical matters is a high priority of the division. This credibility is achieved through employment and retention of highly qualified specialists and supervisory staff. Staff participate in upgrading and training programs to ensure that the Dairy Division maintains a leadership role in the industry.
- Dairy Division has encouraged and supported increased involvement of producers, through their organizations, in developing programs and determining needs of the industry. In 1982 the Alberta Milk Producers Association took an active role in development and modification of the Alberta Milk Grade and Price Program, which was introduced January 1st, 1982. The association has also responded to many producer enquiries about the program.

O T H E R

PLANNING, ECONOMICS AND ADMINISTRATION

Personnel

Recommendations

- (1) that funds be allocated in this coming year to purchase the software for a Human Resource Management Information System and to lease/purchase hardware compatible with current departmental system hardware.
- (2) that funds be made available to lease to IBM 3278 terminals to allow the Department to take advantage of the Government A.T.R.S. system.

Financial Services

- As requested by the Deputy Minister in his January 28, 1983 memorandum, I wish to report no specific action/follow-up by Financial Services Division on any of the eleven issues that were addressed at the 1982 conference. We will, however, endeavour to effectively manage the financial resources of the department to the best of our ability.

FIELD SERVICES

Extension

Region 3 - Red Deer

Areas that should be addressed:

- (1) Agribusiness - disappearance of local dealership network. Service will become a problem.
- (2) Drainage
- (3) Part-time farmer.
- (4) Distribution problems in local marketplace, e.g. fertilizer, herbicide, etc.
- (5) New assessment system.
- (6) Income tax and rural producers - what is happening?

- (7) Disappearance of agricultural processing industry in Central Alberta.
- (8) Client needs study re: deployment of Home Economics staff from sewing and baking courses to farm and home management.
- (9) Resource uses in A.S.B. Programs.
- (10) Resource uses of A.D.C. Committees - e.g. regional committee to replace district committees.
- (11) Staff production efficiency performance system.
- (12) Malt barley grade policy
- (13) Feed grain market policy

PRODUCTION

Dairy

- Other initiatives have been addressed through the "B" budget process. This has been an extremely frustrating exercise. The demands of existing regulatory and service programs such as D.H.I. do not permit major changes in direction.
- Significant new initiatives must be nurtured through existing agencies. For example, District Agriculturists must place priorities on time. The dairy industry in their area may or may not meet the criteria to justify new initiatives.
- The economic and quota conditions require on farm consultation services. Some support has been generated in Animal Industry Division, specifically nutrition.
- Economic advisory services have been requested from Farm Management Branch. Only limited services, such as extension meetings, have been provided due to other commitments.
- To date, financial and quota consultants have been restricted to those producers in serious trouble. Many will not survive this quota year, ending in July 1983.
- Most banks and lending institutions have assignments on a producer's milk cheque. By the time a producer cannot pay his assignment, viability of the enterprise is questionable.
- Restrictive A.A.D.C. and F.C.C. policies often prevent dairymen from participating in programs which could provide financial stability.

- Quota policies are preventing dairymen from meeting production objectives on which cash flow projections are based.
- Dairymen require production, financial and quota advice specific to their situation. Adequate services are not available from any agency at this time.

N.L.C. - B.N.C.



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